

Session 2: Integrity risk management

Identifying risks and strengthening controls

2026 ACI / Tashkent, Uzbekistan / 13 May 2026

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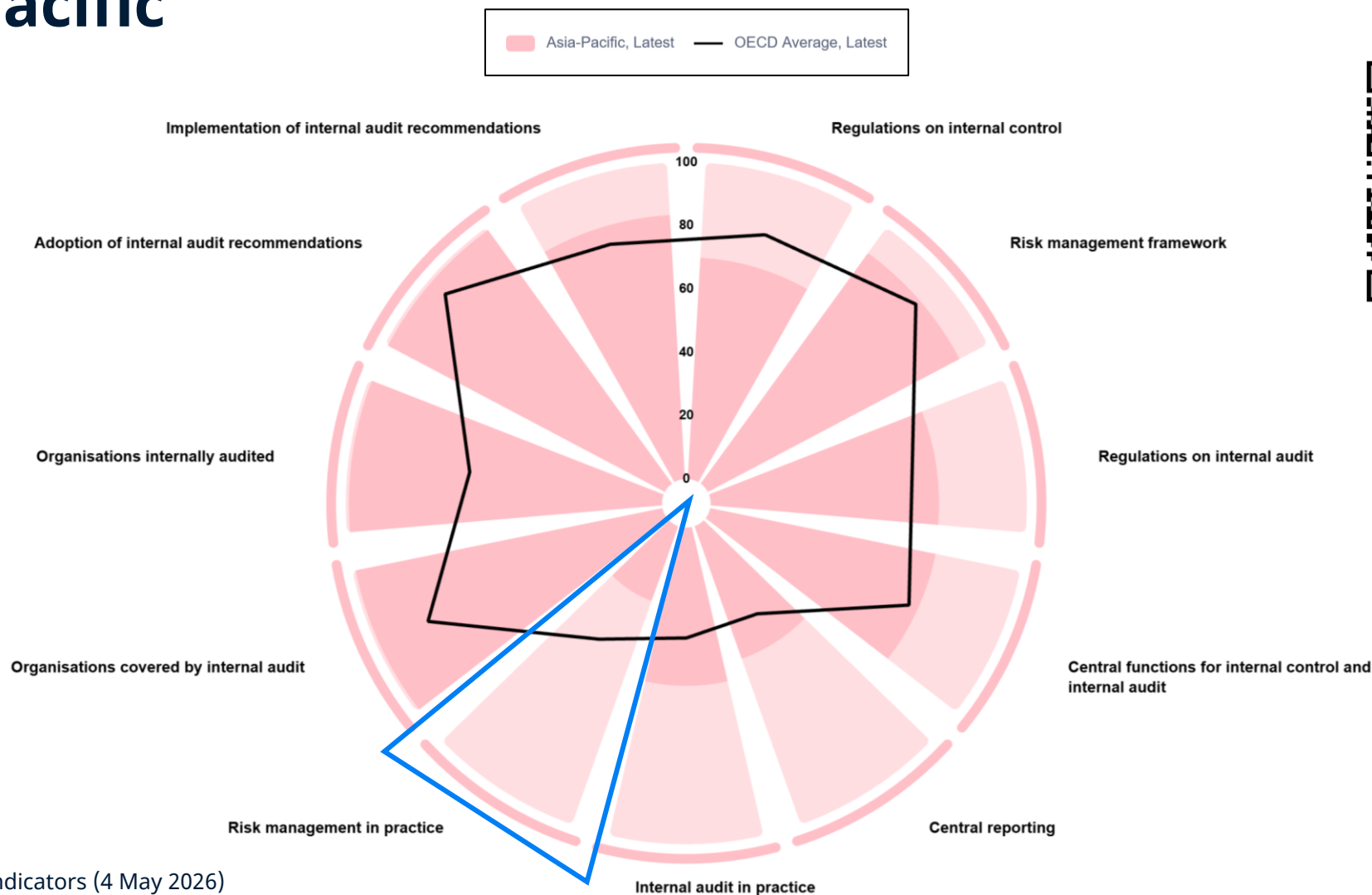


» OECD Recommendation on Public Integrity: Risk management

The OECD Recommendation on Public Integrity calls on adherents to “apply an internal control and risk management framework to safeguard integrity in public sector organisations, in particular through:

- Commitment to public integrity
- Risk management
- Control mechanisms”

Effectiveness of internal control and risk management in Asia-Pacific

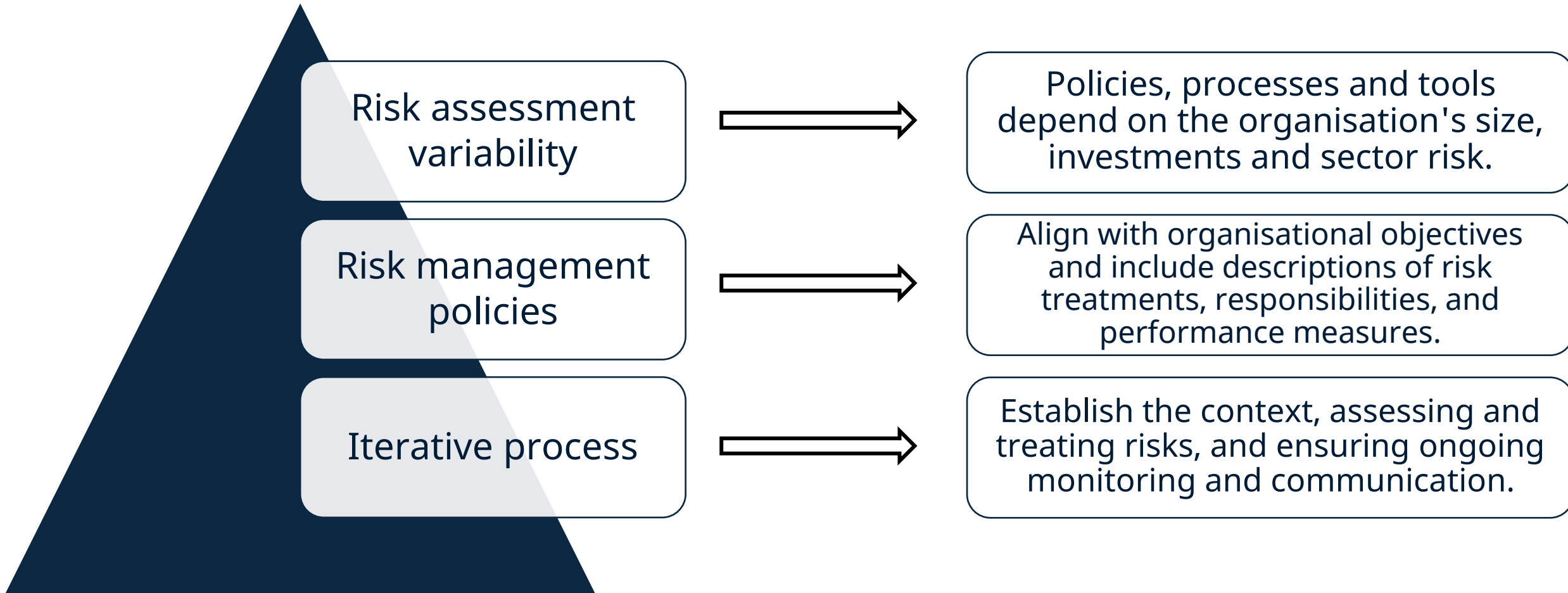


Source: OECD Public Integrity Indicators (4 May 2026)

» Key components of safeguarding integrity

Effective control environment and integrity risk management	A tailored approach to risk management and assessing integrity risks	Monitoring and evaluation	Responsive procedures	Internal audit function
Establish strong control measures tailored to prevent and address risks	Develop strategies to assess and mitigate integrity risks	Continuously review risk management processes to ensure efficiency and relevance	Implement clear and cohesive processes within the control framework for timely responses	Provide independent assurance to strengthen controls and risk management

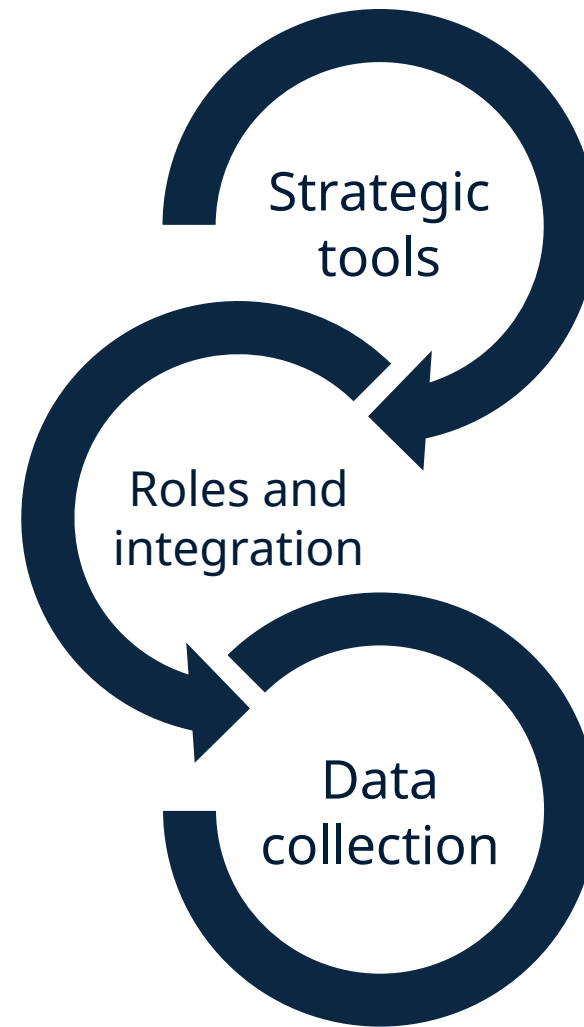
» A tailored approach to risk management and assessing integrity risks



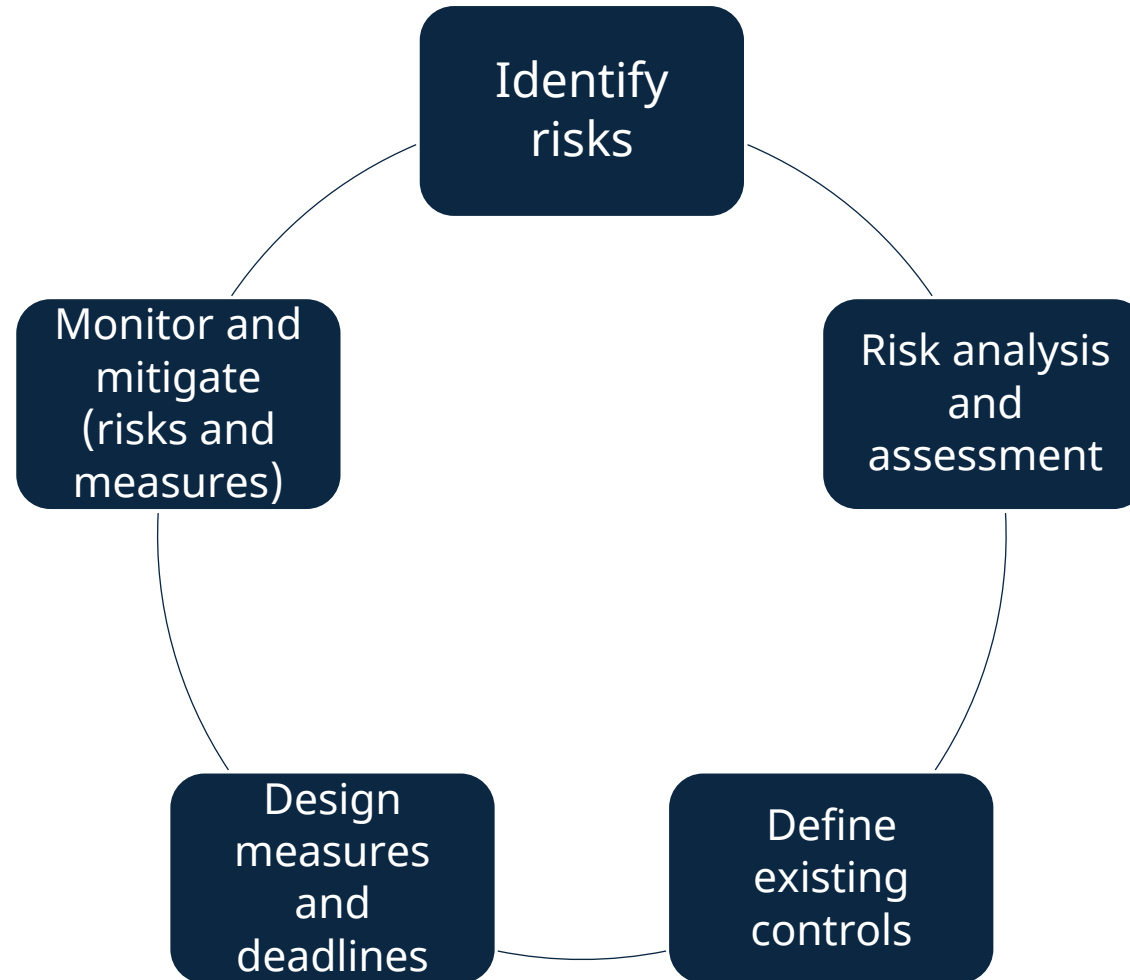
» Establishing the context for managing integrity risks

Internal and external context:

Understanding **internal** factors (e.g., governance, roles, culture) and **external** factors (e.g., legal frameworks, stakeholders, political and social influences) is crucial for assessing integrity risks.



» Identifying and analysing integrity risks



» Risk evaluation and a strategy for mitigation



Risk rating and score	Risk tolerance	Level of responsibility	Risk response
Extreme (16-20)	Unacceptable	Senior leadership	Report to senior leadership and relevant stakeholders immediately with a detailed risk response plan. Adapt controls, which can include strengthening existing measures and adding new ones. Monitor risks and controls continuously.
High (11-15)	Unacceptable	Programme or team leader	Report to supervisor and stakeholders immediately with a detailed risk response plan. Additional control activities are likely needed, considering both soft and hard controls. Monitor risks and controls regularly.
Moderate (6-10)	Acceptable	Programme or team leader	Report to supervisor immediately with a detailed response plan. Increase, maintain or reduce controls, depending on score and trends in the risk environment. Monitor risks and controls regularly.
Low (1-5)	Acceptable	Programme/project officer	Immediate action not needed. Reduce controls if deemed to be too stringent, and therefore not proportionate risk. Monitor risks and controls periodically.

Project example: AI-driven fraud risk model for Lithuania

AI-driven risk model

- **Outcomes:**

- Enhanced data-driven decision-making in the oversight and detection of corruption risks.
- Improved data governance and data management for assessing fraud and corruption risks.

- **Impact:**

- Increased detection of corruption risks in the use of national and EU funds.
- Enhanced integrity, transparency, and efficiency in the use of public funds.

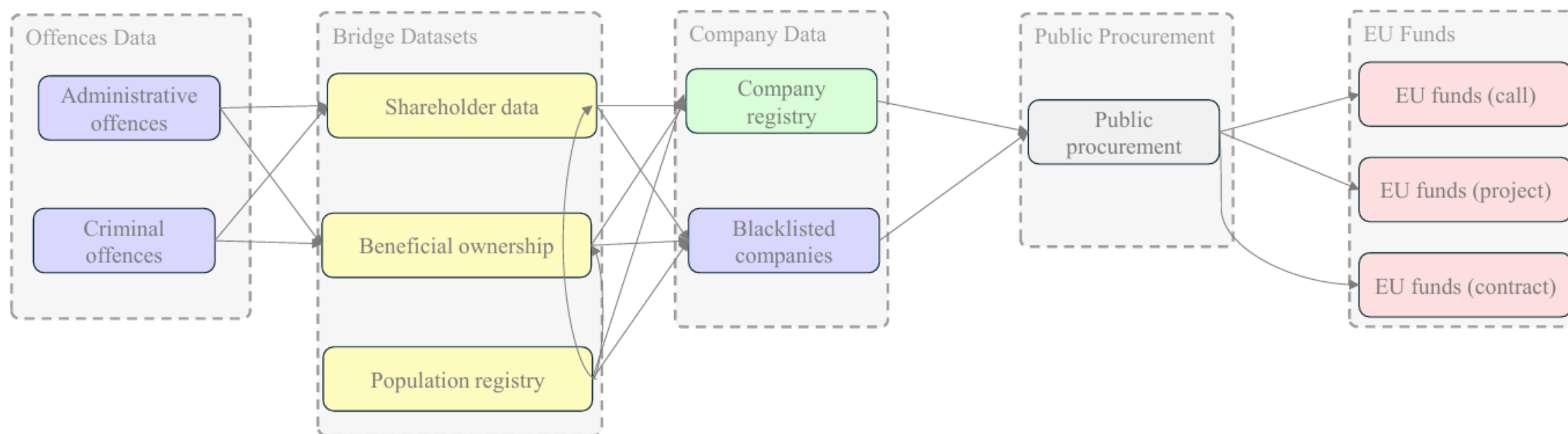
Automate the risk assessment of cases involving public funds, EU funding, grants, and subsidies, based on a series of **risk indicators** of corruption and fraud.

The development of the methodology includes:

- Data diagnostics and collection
- Pre-processing
- Risk indicators
- Training of the model
- Model evaluation
- Model interpretation

Project example: AI-driven fraud risk model for Lithuania

Figure 1. Merged datasets across various levels for the Proof-of-Concept Model



Project example: National Corruption Risk Assessment Methodology (NCRAM) for Latvia

- Developed a standardised corruption risk assessment methodology.
- Introduced a risk-based framework to identify and prioritise high-risk areas across the public sector.
- Combined data analysis and stakeholder input (surveys, interviews, focus groups).
- Applied a 5-phase cycle so it becomes a continuous management tool, not a one-off exercise.
- Output provides a prioritised risk overview and targeted mitigation measures.



Project example: Risk-based methodology for auditing in public procurement for Greece

- Developed a practical tool with audit institutions to support a risk-based methodology for public procurement audits.
- Developed a set of indicators to rank and weight high-risk areas identified.
- Using historical procurement data and statistical analysis, the output provided areas to be subject to further review.
- These areas included procurement type, award procedure, contract value, etc.

#	Indicator Analysis	Details of Analysis	Indicator Level (Macro / Entity)	Data Fields Used
1	The total number of contracts per procedure type	This indicator identifies the number of contracts per	Macro	- IS_MODIFIED - IS_EXTENDED - CANCELLED
2	Organisations using (total #) direct awards	This indicator identifies the direct awards per	Entity	- IS_MODIFIED - IS_EXTENDED - CANCELLED
3	Organisations using (total budget) direct awards	This indicator identifies the values of direct awards per	Entity	- IS_MODIFIED - IS_EXTENDED - CANCELLED

Adjustable Indicator Weight of 100			
	10	10	
Indicator Weight %			
	10%	10%	
Organisation	Number of appearance in top 10 (weighted)	Top 10 direct awards (Pivot 2)	Top 10 direct awards total budget (Pivot 3)
100054489	29	10	10
99200120	28	0	10
6174	20	0	10
100078452	20	0	10
50877	20	0	10
100034350	19	0	10
99222013	19	10	0
99221891	19	10	0



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